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ABSTRACT

Questionnaires were distributed to members of the Academy of Management, an organization of professors and scholars in management, business policy, and personnel management; 81 were returned. Females appear to perceive and experience a less favorable professional environment than males. The two groups are about the same age, yet females have significantly lower salaries. There seems to be no backlash and little perceived discrimination by males. (Authors/MSE)

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Abstract

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THE PROFESSIONAL STATUS OF MALE AND FEMALE ACADEMY OF MANAGEMENT MEMBERS: A Comparison of Perceptions

Equal opportunity--a fait accompli? The following three statements, which appeared in recent publications, seem to give a direct answer. "Despite all our efforts to end job discrimination in the United States, equal opportunity is still largely a myth" (MBA, 1974). "In terms of status and salary in the jobs they hold, women have not come a long way" (White, 1975). An article specifically addressing higher education states that "Despite the publicity given to them, affirmative action programs have not resulted in major gains. Women are not winning the fight for economic equality; there is even evidence that, in the face of developing backlash, they are beginning to lose ground" (Ehrlich and Abraham, 1975). The decline started long before any recent backlash. Johnson (1971) notes that in 1870, one-third of American university faculty members were women. Today the figure is less than one-fourth.

Institutions of higher learning have increasingly come under fire for their lack of equal employment practices. The fact that most universities hold federal contracts means that they must take affirmative action to see that past inequities do not indefinitely perpetuate a situation of inequality. The question may be raised that the efforts of colleges and universities to provide equality of opportunity for women have either been inadequate or non-existent. Consequently, there is a need to investigate the status of women faculty in institutions of higher learning. Such a study is particularly pertinent in areas traditionally dominated by men, such as management. This domination is reflected in the 1975-1976 Academy of Management Membership Directory, which lists less than 200 women out of a total of 1500 members.

Stated purposes for the Committee on the Status of Women in the Management Profession were approved during the 1973 national Academy of Management Board of Governors meeting in Boston. These purposes included (a) to provide information on the status of women in the Academy of Management and in the management profession, and (b) to make recommendations regarding steps the Academy can take to insure full and equal opportunity for the educational and career development of all persons in, or desiring to enter, the management profession.

Previous Research

Numerous studies have detailed the plight of women faculty on individual campuses (Ad Hoc Committee on the Status of Women, 1972; AAUP Committee on Women Faculty, 1971; Astin and Bayer, 1972; Cook, 1972; Dahl, 1971; Illinois State University, 1971; Office of Institutional Research, 1970; President's Commission on the Status of Faculty Women, 1972; Yale University, 1971). Ferber and Loeb (1973) found that more women than men seem to be aware of salary and rank inequities. Problems of inequality are compounded by what might be called the pyramid effect. The higher a position is within an organizational pyramid, the more status, power, and pay associated with the position. The higher a position is within an organization, the smaller the ratio is of women who hold these positions. This pyramid effect is most noticeable in academic areas (Ezorsky, 1974). Radloff (1973) states that given the high proportion of tenured men who will hold their positions for several decades to come and the "no-growth" situation in university employment, the Carnegie Commission on Higher Education expects it will take until about the year 2000 "under reasonable assumptions" for women to be proportionately represented in academic life.

The Federal government has driven home the illegality of discrimination by delaying federal contracts at some forty universities. But the Carnegie Quarterly states that the withdrawal of all federal funds is proving such a severe step that HEW, which enforces contract compliance, is letting institutions off the hook for lack of intermediate options (Radloff, 1973). In response, the National Organization for Women, Women's Equity Action League, the National Education Association, the Federation of Professional Women, and the Association of Women in Science have brought suit against the federal government to compel tougher enforcement of anti-sex discrimination laws (Wall St. Journal, 1974). However, HEW is hampered by inadequate training and a significant shortage of personnel that understand the higher education discrimination subtleties. By fall 1974, HEW had approved only fourteen affirmative action plans out of the 900 colleges and universities that have federal contracts (Wolhowe, 1974).

Most female members of the Academy of Management teach in management-related areas. A few members are university administrators or in industry. Given their expertise and desire to advance women, it would seem one might expect to find a number of the female membership in administration. Yet Sandler (N.D.) notes that there are few female college presidents who are not associated with all-female colleges operated by the Catholic Sisters. Noll (1973) suggests that men and women are evaluted on different criteria for administrative positions--emotional stability was considered important for women while organizational ability was given the same importance for men. Yet, Knotts (1971) concluded that women college teachers were more similar to managers in their needs than three other groups of professional women.

Professional organizations are supporting committees to investigate and improve the status of their female members. The American Association of University Women has compiled a list of over seventy such committees. It seems appropriate now that the Committee on the Status of Women in the Management Profession issue a current report on the status of female Academy of Management members.

The Study

In March 1975, the Committee authorized a study to examine the status of women in the management profession. The study focused on the following areas: perceptions about relative salary and promotion status, recent job-search behavior and results; impact of the women's movement on respondent's professional life; and feelings/perceptions about the professional environment and opportunities for women members of the Academy. A questionnaire was constructed and and mailed to the Committee on the Status of Women in the Management Profession for their approval. The questionnaire was then mailed to the 175 women members of the Academy of Management. Eight-one (46%) usable questionnaires were returned. During the 1975 national Academy of Management Board of Governors meeting in New Orleans, a descriptive paper based on these data, "Women Management Faculty: An Empirical Look at Their Status," was presented (Stead, 1975). The Board encouraged the collection of comparative data for male Academy members. The questionnaire was reworded only enough to be appropriate for males to answer. It was again mailed to the Committee on the Status of Women in the Management Profession for their review. In February 1976, 175 questionnaires were mailed to a random sample of male Academy of Management members. Ninety (51%) usable questionnaires were returned.

The questionnaire items were judgmentally selected to represent a variety of attributes of the professional environment and opportunities for Academy members. Respondents were also asked to rate some perceptual variables on a seven-point scale, with 1 representing the most positive or strongest response and 7 representing the least positive or weakest response. In addition, information on the respondent's age and salary level was collected.

Results

Table 1 presents the means and t-values for each of the 10 perceptual variables for both sexes. The variables have been divided into five sections for analysis: university environment for women, non-university professional recognition, professional environment, administrative ability and demographic variables. In general terms, with the exception of the administrative ability variable, female respondents in the sample consistently ranked their professional environment and opportunities for advancement as being less favorable or less

insert Table 1 about here

positive than those of male respondents. For 8 of the 10 variables, the response differences were significant at the 5% level and in most cases at the 1% level.

Male respondents perceive a significantly more positive university environment for women Academy members than do female respondents. In the area of non-university professional recognition, males perceived a significantly more favorable chance to do consulting, while both females and males held rather neutral and not significantly different perceptions of their chances for government service. All three variables focusing on the area of professional environment

were seen by males as being significantly more positive than by the female respondents. However, with the exception of "feelings of acceptance of your colleagues," both groups of respondents were essentially neutral with respect to their Academy status and their ability to publish in refereed journals. Both groups of respondents saw their degree of administrative ability as positive and essentially equal.

With respect to demographic variables, there was basically no difference in reported ages of respondents, but male respondents reported a significantly higher monthly income than the female respondents. Female's average salary falls within the lower end of the $1401-$1600 range. Male's average salary falls within the upper end of the $1601 - $1800 range.

A number of questions were asked to determine some specific areas of career status. Table 2 shows the questions where significant differences were found between the two groups; Table 3 shows the questions where no significant differences were found. Salaries, promotions, and job opportunities were the main career areas noted in Table 2. Table 3 covers a variety of topics. It can be seen from Table 2 that women consistently appear to be in a significantly weaker position related to salaries, promotions, and job opportunities. From the response rate (males = 90; females = 81), the answer to Table 2, Question 7, and the answers to the Table 3 questions, there seemed to be no backlash and little perceived reverse discrimination from the male group.

Insert Tables 2 and 3 about here

Discussion

The analysis of Table 1 indicates that the variables that make up the univer-

TABLE 1

Comparative Perceptions about the Professional Environment of and Opportunities for Male and Female Academy of Management Members

Variable	Sex	N	$\bar{x}$	sd	t	p
University Environment for Women						
1. Chairman's Real Attitude Toward Women	M	81	2.98	1.54	-2.05	.039
	F	73	3.59	2.09		
2. Dean's Real Attitude Toward Women	M	82	3.06	1.55	-3.43	.001
	F	78	4.03	1.97		
3. Present Chances at Equal Opportunity	M	86	2.87	1.60	-2.75	.007
	F	78	3.63	1.91		
4. University's Use of Free-and-Open Communication to Promote equal opportunity	M	81	3.60	1.82	-2.70	.008
	F	77	4.42	2.01		
Non-University Professional Recognition						
5. Consulting Opportunities	M	87	3.21	1.76	-4.18	.001
	F	77	4.44	2.02		
6. Opportunities to Serve on Government commissions/committees/councils	M	85	4.34	2.00	- .95	.345
	F	73	4.64	2.01		
Professional Environment						
7. Status in the Academy of Management	M	86	4.29	1.78	-2.76	.007
	F	67	5.04	1.54		
8. Ability to Get Articles Published in Refereed Journals	M	83	3.60	1.87	-2.86	.005
	F	58	4.48	1.68		
9. Feelings of Acceptance by Your Colleagues	M	87	2.08	.93	-3.77	.001
	F	80	2.80	1.45		
Administrative Ability						
10. Administrative Ability	M	89	2.57	1.22	.42	.677
	F	74	2.49	1.43		
Demographic Variables						
11. Age	M	86	2.78	1.08	.68	.500
	F	79	2.66	1.22		
12. Salary	M	87	5.55	1.78	4.72	.001
	F	80	4.15	2.06		

TABLE 2

Responses Reflecting Perceived
Differences in Professional Treatment by Male and Female
Academy of Management Members

Statement	x^2	df	p
1. Males appear to have higher salaries in rank and department.	19.18	3	.0003
2. Males appear to have higher salaries in rank and college.	21.82	3	.0001
3. Males seem to be promoted more often at the time that department/promotion criteria are met.	9.81	1	.0017
4. Females seemed to have more difficulty getting administrative positions.	5.13	1	.0235
5. More females seem to be job hunting now.	4.02		.0049
6. More females appear to favor a separate placement service for women.	54.39	1	.0001
7. Females appear to see more improvement than males who see detrement as a result of the woman's movement.	57.26	1	.0001
The following differences were noted:			
a. More females appeared to receive salary improvements as compared to males who did not.	20.63	1	.0001
b. More females appeared to gain prestige as compared with males who had lost prestige.			
c. More females seemed to receive better acceptance as compared with males who received less acceptance.	40.97	1	.0001
d. More females seemed to get increased consulting opportunities as compared with males who have not.	13.66	1	.0002
8. More females appeared to have favored a good opportunity in industry when they began their teaching career.	12.05	1	.0005
9. More females seemed to perceive that their female students are having problems getting jobs because they are female.	18.02	1	.0001

TABLE 3

Responses Reflecting Similar Perceptions in Professional Treatment by Male and Female Academy of Management Members

Statement	x^2	df	p
1. Thirty-nine (52%) of the female members as compared with forty-one (47.1%) male members seemed to believe their administration practices free-and-open communication so they are sure they know their salary position within their rank for their department and college	.2126	1	.6448
2. Twenty (71.4%) of the female members as compared with ten (58.8%) male members indicated they met the criteria for salary increments yet were below the salary mean for their rank in their department and college	1.37	2	.5043
3. Four males and twelve females indicated the number of years they were behind in receiving promotions	.4895	2	.4895
4. Forty-two (56%) of the female members as compared with 43 (48.3%) males indicated positive interest in administrative positions	.6797	1	.4097
5. Both sexes were about evenly divided regarding those who had looked for a new teaching position in the past five years	.0043	1	.9475
6. Twenty-one (67.7%) of the female members as compared with eight (42.1%) males considered their sex an advantage	2,21	1	.1369
7. Ten females (12.3%) indicated they had received promotions; five (5.6%) males had not due to the women's movement	1.68	1	.1948
8. Both sexes were about evenly divided regarding those who had received government appointments to commissions/councils/committees due to the women's movement	0054	1	.9414
9. More females (38.7%) than males (27.2%) indicated they would accept a job in industry today	1.85	1	.1739
10. Twenty-four (61.5%) female members as compared with 9 (75%) male members indicated female students are getting help with discriminatory job-search problems	.2580	1	.6115

sity environment for women may be seen as being related to salary. Since female salaries are significanlty lower than males, we may see why females perceive that the university power structure views them as significantly more negative and weak than the perceptions of the males indicate. Another relationship may be seen from the variable "consulting opportunities" being perceived as significantly stronger by males. Since many consulting opportunities begin as contacts with chairmen and deans who in turn pass them on to faculty members, we may be seeing another reason why males perceive the "university" more positively than females. It should also be noted that both males and females perceive deans attitudes toward women as more negative than chairmen, with females perceptions being significantly lower. Opportunities to do consulting are rated as being essentially midscale by both groups, although female respondents perceptions are significantly lower than the males.

Males perceive their "professional environment" as significantly more positive than females. In terms of their status in the Academy of Management, both groups had weak perceptions with females being significantly weaker. We know that up until 1973, females had very little participation at either the regional or national level. Even the membership certificate was worded to reflect male membership. In recent years, emphasis has been placed both on giving women equal opportunities to participate and on presenting topics of special professional interest to women. The membership certificate has been reworded to include both sexes. Perhaps with continued emphasis on these areas in years to come, the perceptions will become more closely related.

Female respondents have significantly less positive perceptions concerning their ability to get articles published in refereed journals. It seems appropriate to note here that a necessary ingredient to success as a university

faculty member today is linked to publishing in refereed journals. Simon, Clark, and Galway (1967) found that of the two most direct measures of productivity (number of articles and books published), married women PhD's publish as much or more than men PhD's and unmarried women publish slightly less than men. A recent study indicated that strong author reputation seemed to increase the likelihood of manuscript acceptance (Kerr, Tolliver, and Petree, 1977). This finding seems incongruent with the fact that articles are supposed to be "blind refereed." The informal "ol' buddy" system from which women have been barred may be perceived by females as hindering their ability to get articles published.

It is interesting to note that there is no difference between the two groups and their perceptions of their administrative ability. Much has been written about female's "fear of success syndrome," (Horner, 1972) but both male and female Academy members have positive self-concepts in this area.

Since the ages of the two groups are not significantly different, it would seem that the salaries would also be essentially the same. However, other factors are apparently related to salaries. Discrimination may be one of these factors.

The analysis presented above clearly indicate that, with the exception of perceived administrative ability, female members of the Academy are consistently less positive than males in their responses towards each of those concepts.

Table 2, Items 1 and 2, shows that males appear to have significantly higher salaries than females when compared for their rank both by department and by college. The women's movement was credited with helping significantly

more females get salary improvements than being detremental to male salaries (Item 7a). Table 3, Item 1, shows no difference between males and females who believe their administration practices free-and-open communication so they are sure they know their salary position within their rank for their department and college. Table 2, Item 3 shows that males are promoted significantly more often than females at the time that department/college promotion criteria are met. Significanlty more females indicated they were having difficulty getting administrative positions (Table 2, Item 4); whereas, the groups were evenly divided in their positive interest in administrative positions (Table 3, Item 4). Interestingly, there was no significant difference between the two groups positive perceptions of their administrative ability.

Table 2, Items 5-6, shows that significantly more females are now job hunting than males and favor a separate Academy of Management placement bureau for females. The groups were about evenly divided regarding those who had looked for a job in the past five years (Table 3, Item 5).

Significantly more females favored a good opportunity in industry when they began their teaching career (Table 2, Item 8).

Significantly more females perceive that their female students are having problems getting jobs because they are female (Table 2, Item 9). From those who stated that female students were having problems, only 39 females and 12 males answered a question concerning whether female students were getting help with discriminatory job-search problems. Significantly fewer males perceive that their female students are having problems; and of those who do perceive problems, a higher percentage of males feel that female students are getting help. The small total male response may indicate that males don't have

much insight into this area. Since the response from both groups was not large, it may indicate that female students are not getting help. The small total male response may indicate that males don't have much insight into this area. Since the response from both groups was not large, it may indicate that female students are not getting help or that they are not letting faculty know their problems or that they are not having problems.

Table 2, Item 7, notes that significantly more females appear to see more improvement than males see detrement as a result of the women's movement. These improvements include prestige (Item 7b), better acceptance (Item 7c), and increased consulting opportunities (7d).

No differences appeared between females who had received or males who had not received government appointments to commissions/councils/committees due to the women's movement (Table 3, Item 8). There was also no significant difference between the two groups slightly weak perceptions of their opportunities to serve on government commissions/councils/committees.

Conclusions

1. Women management faculty appear to perceive and experience a less favorable professional environment than male management faculty.
2. Both male and female management faculty have strong self-concepts about their own administrative ability.
3. Male and female management faculty are about the same age yet females have significantly lower salaries.

Recommendation

The AACSB should be encouraged to take a vigorous role in implementing affirmative action in Colleges of Business Administration in the areas of (a) salaries, (b) promotions, (c) teaching and administrative job opportunities, (d) student placement.

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Note: As agreed, copies of this paper were mailed to the participants.